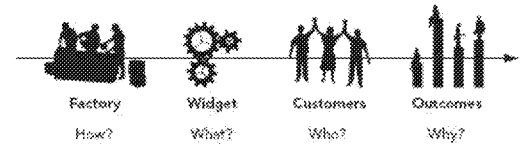


Book Notes: "We Don't Make Widgets"

Organizations are collections of systems, with inputs, suppliers, and employees work in the process. Systems are processes that produce widgets (things) for customers (end users) to achieve a desired result or outcome. The way we improve an organization is to improve its systems.

Areas of Emphasis in the System of Work



What is a Widget? - 4 Rules to remember:

1. They are things: Notices of Violation, Permit, Work Plans Approvals, Orders of Consent, or Public Notices
2. Deliverable: A thing that is adapted by our input/effort and moved on to the next step in the process
3. Countable: Letters, Permits, Inspection Reports, Reports of any kind, Program Authorizations, Grant Awards
4. Specific: You can take credit for them, and they shape the results you want the user (customer) to achieve

Not a Widget	EPA Widget Translation
Foster partnerships, or Develop collaborations	MOUs, MOAs, Joint-Decision documents, Inter-Agency Agreements, Grant Awards, Community Meeting Advertisements, State Program Approvals
Protect kids	Lead regulation standards, Air Monitoring Reports, Environmental Training programs, Household Waste Collections
Ensure health	Water Quality Reports, SRF Grant Awards, Financial Assurance approvals, Remedial Investigation Approvals, Litigations, expense account approvals

Who is the Customer? The end users of the widget we produce.

- Other names we give our customers: applicant, attendee, defendant, requestor, recipient, permittee, candidate, facility, responsible party, and violator.

We are still environmental stewards, with a Violator as our customer.

- Do we want a violator to achieve the environmental results that we prescribe? Yes.
- Do we want the violator to understand what our expectations to achieve results are? Yes.
- Do we create deliverables to direct the violator in actions protective of the environment? Yes.

What about the Taxpayers? They are the Investors. Investors fund our system based on the promise that we will achieve our mission, and they benefit from the results achieved. An individual taxpayer becomes a customer when they directly use our widgets. (a Flu shot at a county library, makes me both customer and taxpayer)

Parallels between Government and Private Business

Business	Government
Investors	Taxpayers
Board of directors	Government board or legislature
CEO	County manager or state governor
Business unit	Department or division
Products or services	Products or services

As Regulators, we have to keep our eyes on two sets of customers and ensure that the widgets we make for those we regulate truly help their customer.

Why Measurement Matters:

- Measurement reveals our values: what you measure is what your company is about
- Measures drive behavior and attention will be given to where its paid
- Measures can inspire us to stay focused, driven, and collaborative
- Measures help us learn: How long does this take, is it working, does it have an impact

Five Important Questions for Leaders to ask to focus attention on the right things:

1. What results are we trying to achieve?
2. How would we know if we were achieving them?
3. What strategies are we using to achieve the results?
4. Are these strategies working?
5. What do we need to do differently to achieve our results?

By improving the process used to create and deliver widgets to our customers, we will achieve our environmental goals.